

# RECRUITMENT AND SELECTION GUIDE FOR HIRING MANAGERS

## INSTRUCTIONS

Print and read this document to prepare for your pre-class assignment. You may also want to review or save for later use the following online guides:

- **Recruitment Strategies Guide** containing creative methods for attracting and hiring highly qualified employees, tips on recruiting a diverse pool of applicants, and analyzing staffing needs at <http://www.dhhs.state.nc.us/humanresources/recruitment/>
- **Vacancy Guide for Hiring Managers** – a guide on how to create effective vacancy announcements at <http://www.dhhs.state.nc.us/humanresources/vacancy/>
- **Guide to Checking References** - how to check references to lead to the best hiring decision at <http://www.dhhs.state.nc.us/humanresources/references/>

## INTRODUCTION

In compliance with Executive Order 113 and legislation of Senate Bill 886, the Department of Health and Human Services has instituted a Merit Based Employment Program (MBE). The intent of merit-based employment is to provide for open and fair selection of highly qualified persons for state government employment. Merit based employment processes are designed to assure that the recruitment and selection of highly qualified candidates for employment are based upon specific job-related knowledge, skills, and abilities.

The task of recruiting and selecting qualified applicants is the prime responsibility of the Hiring Manager (HM). The HM, along with upper management, is responsible for determining if the vacant position fits the current or future needs of the unit, defining what selection criteria should be used to advertise the position, determining how the applicant pool will be screened, and choosing which selection tools will be used to identify the final candidate that best fits the job.

## PRE-RECRUITMENT/RECRUITMENT PROCESS

- Evaluate the job to determine current needs for the position. What were the duties and responsibilities of the last employee? Does the position meet the mission, goals and objectives of the work unit?
- Identify if the position description is current. Does it accurately reflect the duties, responsibilities, and recruitment standards (minimum education and training specifications for the job class)?
- Determine the impact of any changes in the position description.
- Analyze changes for impact on the position classification.
- Consider EEO Goals for underrepresented job classes.
- Define the selection criteria (the essential skills, knowledges, experiences and training required to be successful in the position).
- Write the vacancy announcement including a brief description of work, required knowledge, skills, and abilities, and training and education requirements as stated in the class specification.

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- Prepare Recruitment/Selection Documentation Form and submit to the Human Resource Office for posting.

## STEPS FOR POSTING A VACANCY

- A Hiring Manager (HM) may post a vacancy as soon as the employee resigns.
- HM completes a Recruitment/Selection Documentation Form and sends it to Human Resources (HR).
- HM consults with HR to define what selection criteria should be used to advertise the vacancy.
- HR reviews the vacancy announcement to ensure compliance with posting policy requirements (*OSP Personnel Manual, Section 2 page 2*). HR approval is required before a vacancy may be posted.
- HR staff posts approved vacancy announcement to the Personnel Management Information System (PMIS) announcing the opening statewide and on the Internet.
- DHHS vacancy announcements are posted for minimum of 14 calendar days (or 10 working days) before they can be filled; except for approved continuous recruitment classes which require only a 7-day minimum posting period (or 5 working days).
- HR receives signed NC job applications postmarked up through 5:00 p.m. of the last day of the posting period. All applications are reviewed against the selection criteria to determine if they are minimally qualified.

## SELECTION PROCESS

**Important Note:** The HM determines the selection tools (see below) to be used in making selection decisions, prior to the closing date of the vacancy announcement.

### **Samples of Selections Tools, which may be used, include the following:**

**Application** (review and scrutinize carefully looking for incomplete or unclear information related to qualifications, training, education, experience, and work history).

**Structured Interview** (prepare open-ended situational questions related to the skills necessary for the position).

**Skills Testing** (consult with your HR Representative before administering any tests. They will work with you to assure tests are job-related, valid, and reliable).

**References** (Documents applicants' past performance and behavior).

**Important Note:** **Merit Based Employment policy prohibits the hiring manager from participating in the qualification of applications.** The HR Representative and/or panel or subject matter expert does the initial evaluation for “qualified” and/or “highly qualified” candidates. Only those applications, which are deemed “highly qualified” (those applicants who to the greatest extent possess qualifications, which exceed the requirements as described in the vacancy announcement), are sent to the HM. (**Exception:** If there are less than 10 qualified applicants in the pool the HR representative will forward all qualified applications to the HM).

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## **Steps in the Selection Process**

- HM verifies receipt of all applications listed on the Application Selection Log (DHHS Form 6124). He/she notifies HR if there are any discrepancies.
- HM reviews Form 6124, giving appropriate consideration to those applicants eligible for Priority Employment Consideration, which are listed on the form as Career State Employee, Reduction in Force (RIF), or Veterans. *Note: Individuals who are displaced from their current position due to Workers' Compensation injury may also have priority. HR managers will be notified of such situations. (OSP Manual, Section 2, Recruitment and Selection, defines how to apply priority status or DHHS DHHS RIF Manual).*
- HM determines which candidates to interview based on the qualifications and management preferences described in the vacancy announcement.
- HM conducts structured interview using open-ended questions (*see “examples of open-ended questions”*) based on the behavior or Dimensions (*see Dictionary of Dimensions*) for the position. The same questions are asked of each interviewee and all selection tools used are applied fairly and consistently.
- HM checks references on finalist candidates to verify work history and obtain information on past job performance.
- HM documents selection decision using Form 6124. He/she indicates reasons for selection and non-selection for all applicants using the Application Selection Codes List (provided by the HR Office). HR asks managers to provide a brief written justification, as well as appropriate selection codes, especially where the non-selected candidates have priority consideration.

## **MERIT-BASE EMPLOYMENT**

### **(Frequently Asked Questions):**

#### ***What determines most highly qualified applicants?***

Applicants who “clearly exceed” the minimum job requirements listed in the selection criteria (knowledge, skills and abilities and minimum education and experience) are considered most highly qualified. A candidate “clearly exceeds” the minimum job requirements when it is demonstrated on the application that he/she has the required KSAs, education and experience.

To make a qualification determination one should be familiar with the job specific requirements. To assist in determining “highly qualified,” a benchmark may be established for use with the current applicant pool. The quality of applicants will vary, as well as, the number of highly qualified applicants. For example, if a job requires 2 years of experience, a decision could be made that applicants who have 5 years of experience would be “highly qualified” if they have the required KSAs. However, an applicant with 2 years and 10 months of experience would be minimally qualified.

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It may be more difficult for HR to determine which applicants are highly qualified. In these cases, it is preferable that individuals familiar with the job functions participate in the screening process to ensure candidates are highly qualified.

## ***How many most highly qualified applicants are required to be sent to management?***

OSP guidelines suggest that a manageable number of most highly qualified candidates be forwarded to the HM. There could be as little as one individual who is most highly qualified, but if so, reposting would be recommended. However, the Division of Human Resources requires that anyone deemed highly qualified, whether it be 10, 11 or 20 applicants, will be forwarded to the HM for consideration. This gives the HM the opportunity to review more candidates and potentially increases underrepresented groups in the selection pool. The important point here is that regardless of the number of highly qualified applicants that are forwarded to management, all must be highly qualified.

## ***When are management preferences used in the screening and selection process?***

Management preferences are the additional selective criteria that management can add to a vacancy announcement as long as they are job-related. Management preferences are only used by the interviewing supervisor as a selection tool. They supplement the KSAs and minimum training and experience requirements. They are not minimum recruitment standards and, therefore, cannot be used to screen applicants from being highly qualified. Management may use preferences in a selection decision to justify why one applicant should be selected over other applicants. Examples include additional years of experience, relevant licenses or certifications, direct experience in a particular field of work, etc.

## ***When do I use a screening panel?***

This is management's decision. A panel typically includes five to seven subject matter experts who are knowledgeable of a particular field or job, an HR representative as well as the agency's EEO designee. HR works collaboratively with the subject matter experts to ensure employment laws are considered.

## ***What is continuous recruitment?***

Continuous recruitment identifies certain job classes that have historically experienced recruitment and retention problems. They are continuously posted until either an adequate number of qualified applicants are received or until vacant positions are filled.

## ***If my agency has a class that OSP and DHHS approved for continuous recruitment, does that mean our agency has to always continuously recruit for that job class?***

## **RECRUITMENT AND SELECTION GUIDE FOR HIRING MANAGERS**

No. Through OSP, the State Personnel Commission approves the job classes that are listed as continuous recruitment. This approval may mean DHHS is experiencing difficulty with recruitment or retention of a job class or that only a few agencies within DHHS are experiencing geographic problems for the approved job class. An individual agency's decision to continuously recruit should be based on experience with that job class and the difficulty in attracting qualified applicants. If an agency typically has numerous qualified applicants on hand, then it could be assumed there is not a need to continuously recruit.

### ***Is the agency required to list a position number and closing date when they continuously recruit for a position?***

No. If a position is listed for continuous recruitment, the agency accepts applications for any vacancies within the job class and not for a particular position vacancy or position number.

### ***There are a few options in this area:***

Option 1: If there are constant turnover and recruitment problems for the job class and few applications are received, the agency may continuously recruit with no closing date and no position number.

Option 2: If there is constant turnover and recruitment problems for the job class, but the agency applicant pools fluctuate, the agency may want to continuously recruit for a period of time with a fixed closing date. This allows the agency to increase the applicant pool to an adequate number of qualified applicants.

Option 3: If there are no turnover and recruitment problems, the agency is not permitted to continuously recruit.

### ***What are the employment priorities to be considered during the recruitment/selection process?***

1. Policy Making/Confidential Exempt (10 or more years of prior subject service) – GS 126-5(e)1: When an employee is removed from an exempt position and has more than 10 years of prior service subject to the State Personnel Act (including the 12 months immediately preceding placement into the exempt position), he/she must be placed into a position for which s/he qualifies within 35 miles of the exempt position at the grade and salary of his/her most recent subject position.
2. Promotional Priority – GS 126-7.1(c): A career state employee applicant has priority for a position over a non-state employee applicant, if the state employee's qualifications are substantially equal to the non-state employee. A "qualified" but not "highly qualified" state employee is not entitled to this priority over a "highly qualified" non-state employee. In most cases a highly qualified state employee has priority over a highly qualified non-state employee unless there is strong evidence that clearly shows why the non-state employee should be hired. A state employee does not have promotional priority over a former state employee with RIF rights.

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3. Reduction in Force – GS 126-7 (c)1: An applicant who has RIF re-employment rights has priority for a position for which he/she is “qualified” (even if he/she is not highly qualified) over all non-state employee applicants. A RIF applicant does not have any priority over state employee applicants. (see DHHS RIF Manual)
4. Policy Making/Confidential Exempt (Less than 10 years of prior subject service) – GS 126-5(e)(1): When a career employee is removed from an exempt position without cause and has less than 10 years of prior service subject to the State Personnel Act, the employee, if qualified, has a one time priority to any position at or below the grade and salary of his/her last subject position over all other applicants except for the applicants covered by No. 1 & 3 above and qualified state employee applicants who have more cumulative state service. The priority must be satisfied within one year.
5. Veteran’s Preference: GS 126-82: As in the past, veterans’ preference is to be applied only to eligible veteran applicants who have not been previously employed by the state and to veterans with RIF rights. Applying veteran’s preference to an eligible applicant may render him/her qualified for a position when he/she would not have otherwise qualified or may elevate him/her from the qualified to the highly qualified category. Priority must be given to the veteran applicant over other applicants only when the veteran applicant’s qualifications (after veteran’s preference is applied) are substantially equal to other applicants who do not enjoy any of the other employment priorities and entitlements listed herein. (Reference OSP Manual, Sec. 2)

### ***Does Worker’s Compensation supersede all priorities?***

Yes. Worker’s compensation is a legal obligation and employees who have been injured on the job and have reached their maximum medical improvement have rights to a position for which they qualify and can perform regardless of their relative qualifications.

## TIPS FOR CONDUCTING AN EFFECTIVE INTERVIEW

### DO’S AND DON’TS

#### **DO:**

- Be courteous and on time.
- Leave sufficient time at the end of the interview for any questions the applicant may have regarding the job or the interview process.
- Set an agenda for the interview.
- Greet the applicant in a friendly manner (introduce other interviewers when applicable) and state the purpose of the interview.

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- Invite the applicant into the interview area and provide comfortable seating. Whenever possible, conduct the interview outside of your office to avoid interruptions and to help relax the interviewee. (Hold your phone calls.)
- Review the interview agenda and note that you will be asking questions, taking notes and the applicant is free to do the same; all candidates must be asked the same questions for consistency.
- Ask “open-ended” questions (*see \* examples below*).
- Ask questions related to gaps in employment.
- Allow the applicant time to answer and ask questions.
- Explain how this position fits into the department and division's organizational structure.
- Ask your list of questions allowing time for follow-up and clarifying questions.
- Keep the interview on track.
- Close interview by asking if the applicant has any further questions.
- Let the applicant know the next step in the selection process and give him/her a projected timeframe for notification of decision.
- Thank the applicant for his/her time.

### **DON'T:**

- Don't dominate the interview – allow the applicant to speak as much as possible.
- Don't ask illegal questions or questions not directly related to the job (*see \*\* examples below*).
- Don't ask questions or make comments that reveal your own attitude or feelings.
- Don't be overly friendly or familiar with the applicant; your conduct should be professional at all times.
- Don't go into the interview ‘cold’, not having reviewed the applicant's qualifications and background as well as your prepared questions.
- Don't be controlling or overbearing; allow the applicant to feel comfortable enough to respond to your questions and ask his/her own questions.
- Don't ask too many questions which require only a simple ‘yes/no’ response.

### **\*EXAMPLES OF OPEN- ENDED QUESTIONS**

- Would you tell me about a job experience where you had to use planning (or describe a work situation that didn't go as you had planned and how did you work your way through the situation).
- How would you describe...
- What do you feel are...
- What are some of the reasons...
- How did you happen...
- What are some of the situations...

**\*\*EXAMPLES OF ILLEGAL QUESTIONS** (under Title VII of the Civil Rights Acts of 1964 these questions are illegal unless you can show that these are directly related to bona fide occupational qualifications)

## **RECRUITMENT AND SELECTION GUIDE FOR HIRING MANAGERS**

- Are you married, divorced, separated, or single?
- How old are you?
- Do you go to church regularly?
- Do you have many debts?
- Do you own or rent your home?
- What social and political organizations do you belong to?
- What does your spouse think about your career?
- Are you practicing birth control?
- Were you ever arrested?
- How much do you weigh?
- How tall are you?



# RECRUITMENT AND SELECTION GUIDE FOR HIRING MANAGERS

**N.C. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
OFFICE OF THE SECRETARY  
RECRUITMENT/SELECTION DOCUMENTATION**

**REQUEST FOR POSTING: (To be completed by the Hiring Supervisor)**

Division: \_\_\_\_\_ Section/Unit: \_\_\_\_\_

Position Title: \_\_\_\_\_ Grade: \_\_\_\_\_ Position No: \_\_\_\_\_

☐ New Position      ☐ Existing Position      Date Position is Available: \_\_\_\_\_

Briefly explain purpose/description of work & major duties:

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Have the duties changed for this position?: ☐ Yes ☐ No    If yes, please attach updated position description and revised organizational chart.

Critical Knowledge, Skills, Abilities/Experience: \_\_\_\_\_

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Additional **preferred** knowledge, skills, abilities, training, experience: \_\_\_\_\_

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Required license or certification: \_\_\_\_\_

**EQUAL EMPLOYMENT OPPORTUNITY INFORMATION**

**Does the department's EEO Plan indicate a need for outreach recruitment?** ☐ Yes ☐ No

If yes, indicate ethnic group(s):

	Male	Female
<input type="checkbox"/> White (non-Hispanic)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Black (non-Hispanic)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Hispanic (Mexican, Puerto Rican, Cuban, Central or South American, other Spanish origin regardless of race)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Asian (including Pacific Islander)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> American Indian (including Alaskan native)	<input type="checkbox"/>	<input type="checkbox"/>

Physical Requirements (ADA) \_\_\_\_\_

Additional recruitment resources to be used (newspapers, professional journals, colleges/universities, etc.) \_\_\_\_\_

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EEO Designee: \_\_\_\_\_ Date: \_\_\_\_\_

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### APPROVAL:

\_\_\_\_\_  
Hiring Supervisor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Human Resource Manager

\_\_\_\_\_  
Date

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## DEPARTMENT OF HEALTH AND HUMAN SERVICES HUMAN RESOURCES DIVISION APPLICANT SELECTION CODES

Instructions: Select the reason(s) best matching your decision. List the corresponding letter and number in the space provided under each applicant's name. For example, if Jane Doe declined an interview, your reason is "A1." You may have more than one reason; therefore, indicate all reasons that apply.

- A. AVAILABILITY
  - 1. contacted but declined interview
  - 2. unable to contact
  - 3. withdrew from consideration
  - 4. accepted another offer of employment
  - 5. position offered but applicant declined
  - 6. failed to show for interview
- B. EXPERIENCE
  - 7. application review shows insufficient work history
  - 8. sufficient experience but less than the selected candidate
  - 9. interview indicated insufficient experience
  - 10. application review shows insufficient skill level
  - 11. applicant lacks current license or certification
  - 12. application review shows unstable work history
- C. EDUCATION
  - 13. sufficient education/training but less than recommended candidate
  - 14. lacks directly related education/training
  - 15. could perform duties only after extensive training
  - 16. BFOQ (ADA); cannot meet physical requirements
- D. INTERVIEW
  - 17. interview showed inconsistency with application information
  - 18. interview showed unacceptable communication skills
  - 19. interview showed lack of sufficient, directly related knowledge, skills, and abilities
  - 20. interview showed lack of understanding of the scope of the position's duties
  - 21. interview showed strong candidate, but not as strong as recommended applicant
- E. REFERENCE
  - 22. reference information indicates insufficient experience
  - 23. reference information indicates unrelated work history
  - 24. reference information indicates inadequate education
  - 25. reference information indicates inconsistency with application
  - 26. reference information shows good work record but not as strong as recommended applicant
  - 27. unable to check reference
  - 28. unfavorable reference information
- F. PRIORITY RE-EMPLOYMENT
  - 29. recommended RIF candidate
  - 30. recommended worker's compensation candidate
- G. SALARY RATE
  - 31. position funding insufficient to meet candidate's salary requirement
  - 32. candidate's salary requirement would create salary inequity(ies)
- H. SELECTION
  - 33. applicant recommended for position
  - 34. drug test positive

# **RECRUITMENT AND SELECTION GUIDE FOR HIRING MANAGERS**

35. criminal record check reveals criminal history

revised 4/8/02

# RECRUITMENT AND SELECTION GUIDE FOR HIRING MANAGERS

NC. Department of Health and Human Services

## APPLICANT SELECTION LOG (Shaded Areas To be Completed by Human Resources)

Division/Institution/Unit: _____	Date 1st Posted: _____
Position Classification: _____	Date Available: _____
Working Title: _____	Posting: DHHS Only _____
Position Number: _____ Schematic Code _____ Salary Grade: _____ Job Location: _____	State Government _____ External _____
Selection Tools Used: _____	

Briefly Describe EEO Recruiting Efforts: \_\_\_\_\_  
 Does Selection Decision Accomplish EEO Goal: \_\_\_\_ YES \_\_\_\_ NO If NO, explain: \_\_\_\_\_  
 \_\_\_\_\_

### Alphabetical List of Qualified Applicants For Position (Information is taken from NC Job Application)

Name	Career Status Employee (Y / N)	RIF (Y / N)	Date of Interview	Vet (Y / N)	** Qualification (NQ / Q / HQ)	Comments (Use applicable code from reverse side)	*Race	Sex	Disabled (Y / N)

Hiring Manager's Approval: \_\_\_\_\_ Date: \_\_\_\_\_ Manager's Approval: \_\_\_\_\_ Date: \_\_\_\_\_

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\*Use EEO Categories: W-White B-Black H-Hispanic A-Asian I-American Indian
\*\* NQ = Not Qualified
Q = Qualified
HQ = Highly Qualified

N.C. Department of Health and Human Services

APPLICANT LOG

(Shaded Areas To be Completed by Human Resources)

POSITION CLASSIFICATION: POSITION NUMBER:

LIST ALL APPLICANTS FOR POSITION

Table with 10 columns: Name, Career Status Employee (Y/N), RIF (Y/N), Date of Interview, Vet (Y/N), \*\* Qualification (NQ / Q / HQ), Comments (Use applicable code from reverse side), \*Race, Sex, Disabled (Y / N). The table contains 18 empty rows for data entry.

RECRUITMENT AND SELECTION GUIDE FOR HIRING MANAGERS


\*Use EEO Categories: W-White B-Black H-Hispanic A-Asian I-American Indian

\*\* NQ = Not Qualified  
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